20 March 1984

Ideas for NIC Conference

--Gates recently reenforced your view that the NIC should not be out in front in the foreign liaison area. They may participate in activities if the DDI, DDO or other CIA components invites them to do so. He hopes and I expect that you will reenforce this.

--Where should NIOs draw the line between intelligence and suggesting policy? One guideline might be to suggest opportunities for policymakers but to stop short of actually recommending what policies should be developed or pushed.

--A great deal of folklore exists about what you think about the NIC. They would like to know if you believe the NIC actually serves any purpose.

--You want to encourage them to get out of the office more, and get around town.

--Are there too few, too many, or about the right number of Estimates and other interagency products?

--What role should the NIOs play regarding the development of collection guidance? -- Should they be working more closely with the DDO and DDS&T or is the relationship about right?

--You want to clarify that they do not speak for or represent CIA; they coordinate intelligence and represent the <u>DCI</u> in various interagency forums.

--Much has been said about the increased production of the NIC. Is it about right? Should they be doing more? Less but better?

--How should the NIC interact with CIA, and DDI in particular? Is the CIA/DDI 1st among equals (i.e., <u>Central</u> Intelligence Agency), or one among many?

25X1

--Should mention the need to keep political overtones out of notes/papers to the DCI, realizing the difficulty given the season (election year) and stature of DCI.

--Encourage/congratulate on more discussion of opposing views in pubs as opposed to footnotes.

--Encourage more time for principals to review estimates instead of being given 1 day for consideration, as sometimes happens.

--Focus on opposition, not US efforts -- [   ] and sometime [   ] syndrome. [   ]   25X1
                                                                                          25X1

--Where would you like to see them do better -- more think pieces like [   ]   25X1

--Concern exists that every time a new issue pops up, a new NIO will be created. Do you expect the size of the NIC to level off?